

MEMORANDUM FOR: Deputy Director for Administration

FROM: Harry E. Fitzwater
Director of Training

SUBJECT: Seminar on The Multinational Corporation

1. The first Seminar on The Multinational Corporation sponsored by the Office of Training (OTR) was presented from 21-23 June 1977--full time on 21 June and in the mornings of 22 and 23 June. It was a reasonably successful effort overall with some of the input of excellent quality and all of educational value, even where less exciting than hoped for by the students. It was admittedly incomplete. It lacked, for example, coverage of such items as the viewpoint of organized labor or that of a serious critic of multinational enterprise. It would also have been worthwhile to have devoted more attention to discussing the readings and the Peter Drucker film on the subject which was presented.

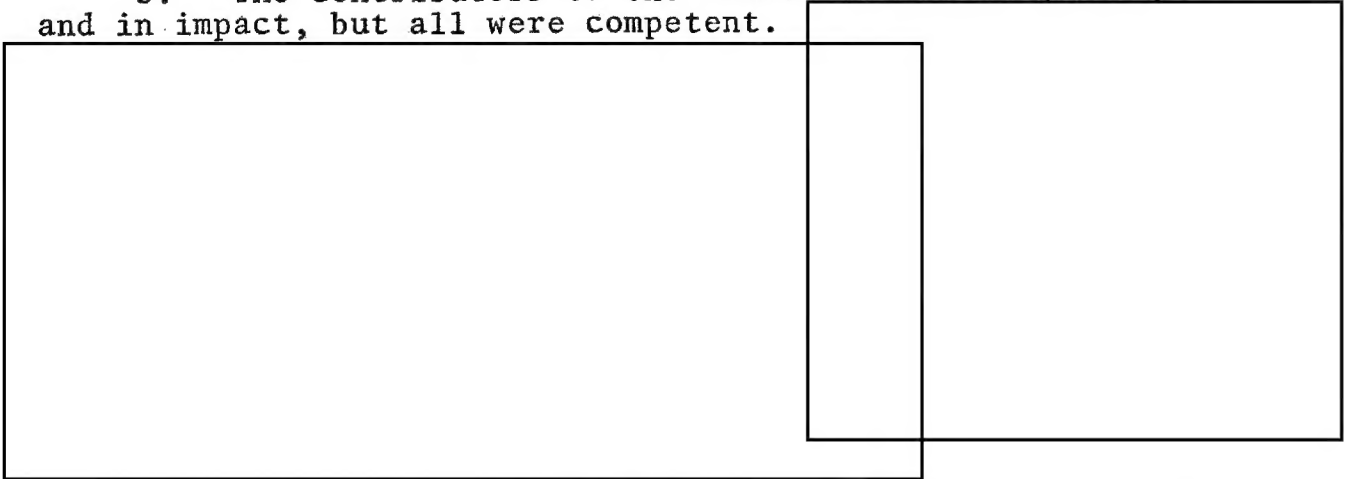
2. The idea for this Seminar came from discussions between the course administrator and participants in the course in International Economics for Operations Officers over the last two years. The subject was raised frequently, but there seemed to be little understanding among students in this course of the nature and role of multinational corporations (MNC). Our students, both young and middle-aged, continue now as a generation ago to be oriented toward a traditional disciplinary approach, focusing primarily on the nation-state with relatively modest attention to transnational organizations or efforts. As an outgrowth of these observations and discussions, a memorandum was circulated in December 1976 to various units within the Agency to inquire as to interest in the Seminar. The response was largely favorable, with suggestions from various parties, including the National Intelligence Officer (NIO) for Economics and the Executive Officer of the Office of Economic Research. We proceeded with examination of the literature, discussion with interested officers, preparation of a tentative program, and the making of inquiries about potential contributors. Conflicting commitments delayed the presentation until June; this date, unfortunately, precluded the participation of some interested contributors who were not available this time of the year.

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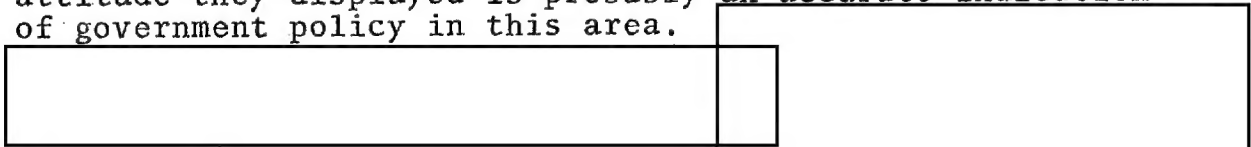
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3. The contributors to the course varied in quality and in impact, but all were competent.

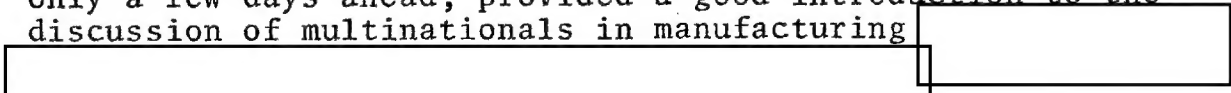


4. The two panels on Wednesday were not exciting, but were educational. [REDACTED] the NIO for Economics, presented some of his views on the internationalization of production. [REDACTED], who has concentrated on Latin America in the Office of Economic Research (OER), was able to suggest something of the range of interest and challenges facing the OER analyst working on this topic.

5. The representatives of other government agencies (Department of State, Department of the Treasury, and Department of Commerce) who participated in the panel the second half of Wednesday morning, looked at the problem from the viewpoint of officers in those departments most directly involved with multinationals. They were well informed and disciplined, although none of them was a dramatic speaker. Some students were disappointed that the panelists did not provide better guidance about efforts to be made in this area. It should be noted, however, that the rather cautious attitude they displayed is probably an accurate indication of government policy in this area.



6. The Wednesday morning film, which we had procured only a few days ahead, provided a good introduction to the discussion of multinationals in manufacturing [REDACTED]



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[REDACTED] the most dynamic speaker of the course, is an experienced business executive with a wealth of knowledge of [REDACTED] and of similar manufacturing enterprises. He clearly presented the reasons why [REDACTED] went multinational and suggested why others, both United States and foreign, will do likewise. He explained the workings of a multinational company and discussed its problems and methods. His forceful manner and candid approach made a good ending for the Seminar.

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7. Thirty-seven students attended, ranging in grades from GS-09 to GS-16. All were taking the course because of professional job interest. Sixteen were from the Directorate of Intelligence, one from the Directorate of Science and Technology, and twenty from the Directorate of Operations. The offices most heavily represented were the Office of Economic Research with 12 students and the Domestic Collection Division with 6 students. Many of those attending had been alerted by the earlier memorandum on the Seminar. A tentative reading of student evaluations of the course (about half have been received) indicates a wide range of reactions, from low to high impact. The majority of evaluations examined to date responded positively to the question of whether it should be repeated, but with changes recommended in coverage or contributors. Oral comments to the course administrator were more enthusiastic than written evaluations.

8. Essentially, it can be considered a useful educational effort and a valuable experiment for OTR in this specialized type of seminar. There is little reason to doubt that a second running could present a more integrated and balanced course than we had this time. It is probably worth another try, but we shall need to assess the full range of student evaluations as well as those of supervisors in the interested offices before proceeding.

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[REDACTED]
Harry E. Fitzwater

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